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MetroPlan 2000

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A Plan for FUTURE GROWTH

It's Time To Begin

MetroPlan 2000

Adopted by
MAPC
May 23
1990

MAPC
Metropolitan Area Planning Council
60 Temple Place
Boston, MA 02111

This report contains the Regional Development Plan and the Action Recommendations for MetroPlan 2000 as endorsed by the Executive Committee on May 16, 1990 and adopted by the Council at the May 23, 1990 annual meeting.

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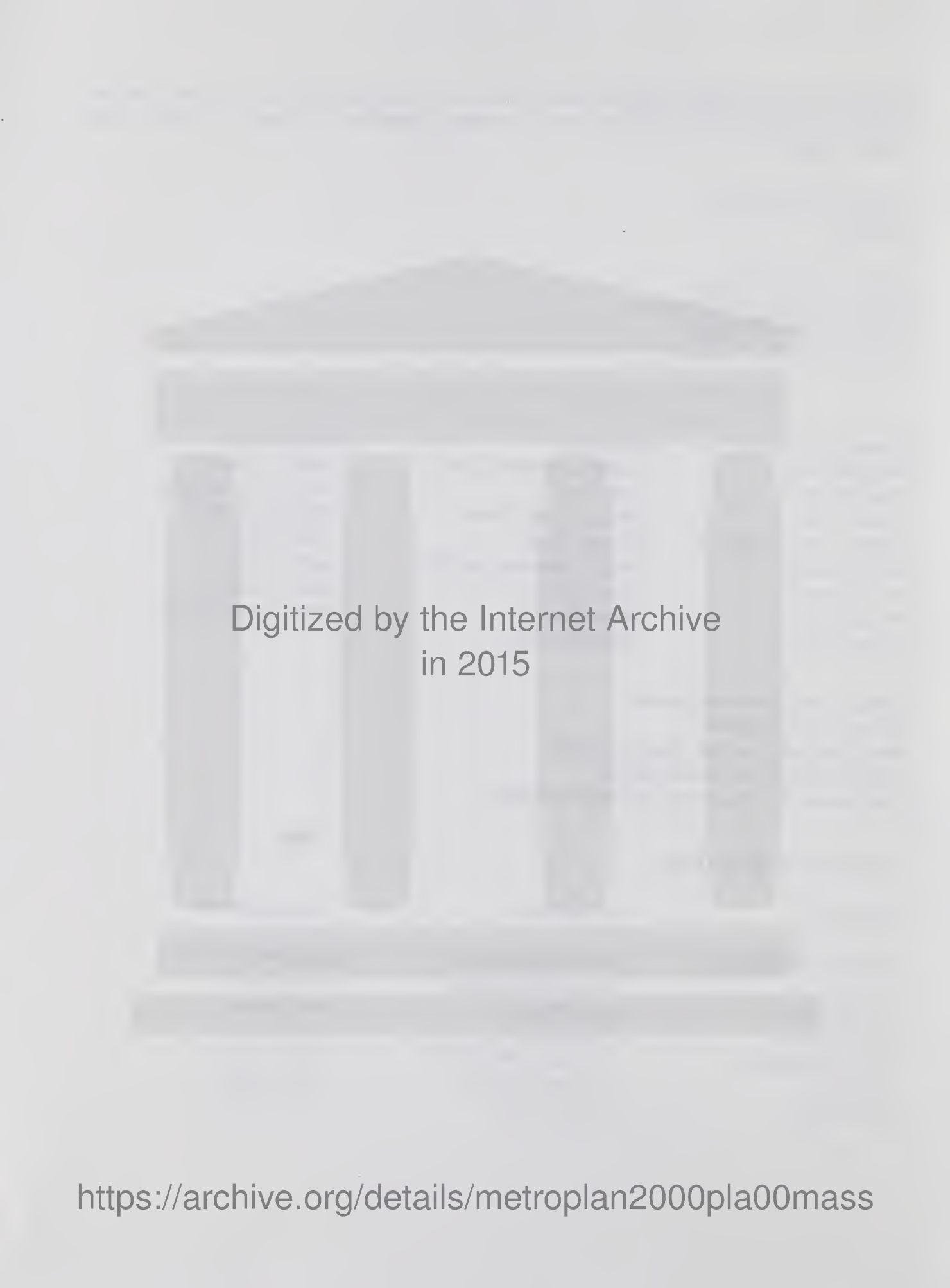
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Summary

Regional Development Plan

MetroPlan 2000 is a regional development plan for the 101 communities in the Metropolitan Area Planning Council region. The basic tenet of the plan is that concentrating development is economically and environmentally more practical than our current mode of scattered development. Concentrated development encourages transit, ridesharing, and pedestrian traffic thereby reducing auto travel, traffic congestion, air pollution and fuel consumption. In addition, this type of development reduces the pressure to develop open land and environmentally sensitive lands.

The financial pressure placed on cities and towns by Proposition 2 $^{1}/_{2}$ pushes some communities to welcome and even pursue commercial development within their town boundaries. Unfortunately, the tax revenue generated within the host community by this development does not always equal the financial impact that the business has on the municipal infrastructure, including housing for employees, educational facilities, sewer capacity, water supply, traffic, open space, and sensitive environmental areas. Further, the impact of development in one community often overflows into neighboring communities and across the region. MAPC's regional development plan provides a rational guide for future development which takes into account the benefits and impacts of development on both the local and regional level.

The concept of concentrated development proposed in MetroPlan 2000 consists of mixed use (residential, commercial, and industrial) development which is accessible by transportation and has access to sewer service, water supply, adequate open space, and solid waste disposal capacity. The plan identifies areas in the region which could sustain concentrated development. The first area is the urban core, or that part of the metropolitan area which is serviced by sewer and rapid transit. Other areas where development could be sustained are those which are currently experiencing growth or where growth is anticipated. These areas are called subregional centers.

Policy Committee Action Recommendations

MetroPlan 2000 also identifies seven policy areas that are important to the region: economic development, housing, land resources, transportation, water and waste water, solid waste management, and siting regional facilities. Policy committees were formed to delve deeper into each of the seven policy areas. These committees, made up of council members and coordinated by MAPC staff, meet monthly to discuss and develop solutions to the problems facing the region. Each committee has produced several recommendations intended to mitigate the impact of problems facing the region. The Action Recommendations are the tools for implementing MetroPlan 2000. They are presented here in final form and reflect community and subregional input. The organizational structure for the recommendations has been redesigned to reflect the interconnectedness of the seven policy areas.

Introduction

In May of 1989, the MAPC adopted, in principle, a draft of MetroPlan 2000. The regional development plan is based on the concept of concentrating development where it can be accommodated by infrastructure such as sewer and transportation. During this period of economic slowdown there may be natural constraints on growth, providing an ideal opportunity for planning. MetroPlan 2000 will provide guidance to member communities, state agencies and regional authorities in their planning of improvements, expenditures and action programs.

Over the past year, MAPC staff has been working with communities, state agencies and the private sector to refine the plan and incorporate the public's input. Parts of the plan presented on pages 3 through 8 have been revised to reflect this input. Through increased communication and cooperation between member communities, between all levels of government, and between the public and private sectors the regional development plan can have a positive influence on future growth.

The plan was presented to the Council and adopted at the May 23, 1990 Council meeting. The final plan provides the region with a policy tool with which to guide growth and development. Like any good planning tool, MetroPlan 2000 is dynamic and will continue to change and be amended by the Council and its members. Over a one year period, the subregions, in cooperation with member communities, will review the plan in detail. Amendments to the plan will be considered by the Council in February of 1991.

MAPC has created a regional development framework which addresses the imbalance between economic growth and the resources necessary to support it. The framework designates areas that distinguish among various levels of development potential and natural resources.

A basic foundation of this plan is to encourage future growth to take place in a concentrated manner. Concentrating growth will:

- encourage transit usage, ridesharing and pedestrian trips
- reduce the growth in auto travel, therefore reducing the growth in traffic congestion, air pollution and fuel consumption.
- reduce the pressure to develop both open lands and environmentally sensitive lands.

The plan includes seven area classifications which are based on the availability of infrastructure including: areas that are fully serviced (sewer, major transportation networks including rapid transit, municipal water), areas which are partially serviced, and those not serviced at all. It is from this base that policy decisions on future development will be made.

The following criteria define each area:

- Type and capacity of existing infrastructure
- Type of existing development
- Current uses associated with developments
- Types and numbers of jobs
- Commuting patterns and needs
- Natural resources which must/should be protected
- Local zoning and development goals.

Decisions about future development will be made in accordance with what currently exists, and with the development demand projected for the short and long-term future. At the same time, boundaries for the planning areas are not meant to follow exact parcel lines in any given locale. Boundaries and other detailed information would be covered in local comprehensive plans, written in conformance with the regional development plan.

Through analyses of existing and planned infrastructure and development trends, MetroPlan 2000 includes seven area classifications. They include:

Urban Economic Core
Urban Neighborhoods
Multi-Service Area
Subregional Centers
Suburban/Rural Area
Resource Protection Areas
Regional Open Space Areas

The policies which will be associated with each area are defined below. This development concept is modeled after the "Urban Service Boundary," adopted by the Twin Cities Metropolitan Council about 16 years ago.

Urban Economic Core:

Continue large scale development; encourage a high concentration of jobs, commuting, mixed uses and associated uses; encourage linkage to neighborhoods for affordable housing; focus development around rapid transit systems; encourage protection of green space as an amenity; encourage infrastructure funding.

Urban Neighborhoods:

Continue mixed-use developments consistent with urban neighborhoods; encourage a mix of jobs and housing; encourage reuse of existing structures; focus development around rapid transit systems encourage other public transportation alternatives; encourage infrastructure funding.

Multi-Service Area:

Encourage the greatest density mix of housing alternatives; encourage concentrated development where infrastructure is available, and is environmentally acceptable; preserve the residential flavor of the area; encourage the protection of local access to open space, schools, and local service facilities; encourage selected infrastructure funding; concentrate development at transit facilities to increase transit usage. The Multi-Service Area is that area with public sewer facilities.

Subregional Centers:

Encourage developments in centralized mixed-use, multiple-access areas; provide transfer facilities for commuters; encourage densities that reduce vehicle trips; encourage public transit; encourage pedestrian and bicycle access; encourage funding for infrastructure in center areas. Subregional Centers should be designed and developed in such a way as to minimize impact on environmentally sensitive areas.

Subregional Centers are those areas that should accommodate growth in future years. In order to achieve priority status for infrastructure funding communities must have a plan and program which meets mixed use and other criteria to be established.

Subregional Centers should be located to maximize use of high occupancy vehicles and transit between centers and the urban core.

Suburban/Rural Area:

Encourage a mix of housing alternatives; preserve the residential character of the area; encourage compact, clustered development and the formation of mixed use, pedestrian oriented, village centers; encourage the protection of local access to open space, schools, and local service facilities; encourage selected infrastructure funding.

Resource Protection Areas:

Areas within the region where an extra effort will be made to preserve the following critical resources:

- Aquifers
- Watersheds for drinking water sources
- Wetlands
- Floodplains
- Shellfish beds
- Barrier islands and dunes
- Prime agricultural and prime forested lands
- Steep slopes and areas prone to erosion
- Habitat areas for threatened or endan gered plant and animal species and other significant wildlife habitats
- Historical and archeological resources
- Scenic roads and vistas
- Rivers and coastal areas

Resource protection areas are found throughout the region. Their protection must be accomplished through a four part effort:

1) Identification and mapping of the resource using local maps and the MAPC GIS mapping system.

2) Plan to avoid the resource through the regional development plan, planning at the subregional level, and local master plans implemented through appropriate zoning.

3) Protection through local and state regulations where planning efforts have not been adequate. Full enforcement of these regulations is crucial.

4) Design and mitigation should be done at the local level (through zoning, site plan review, subdivision regulations) as well as at the state level through the environmental review (MEPA) process to minimize the impacts of development on these resources.

Regional Open Space Areas:

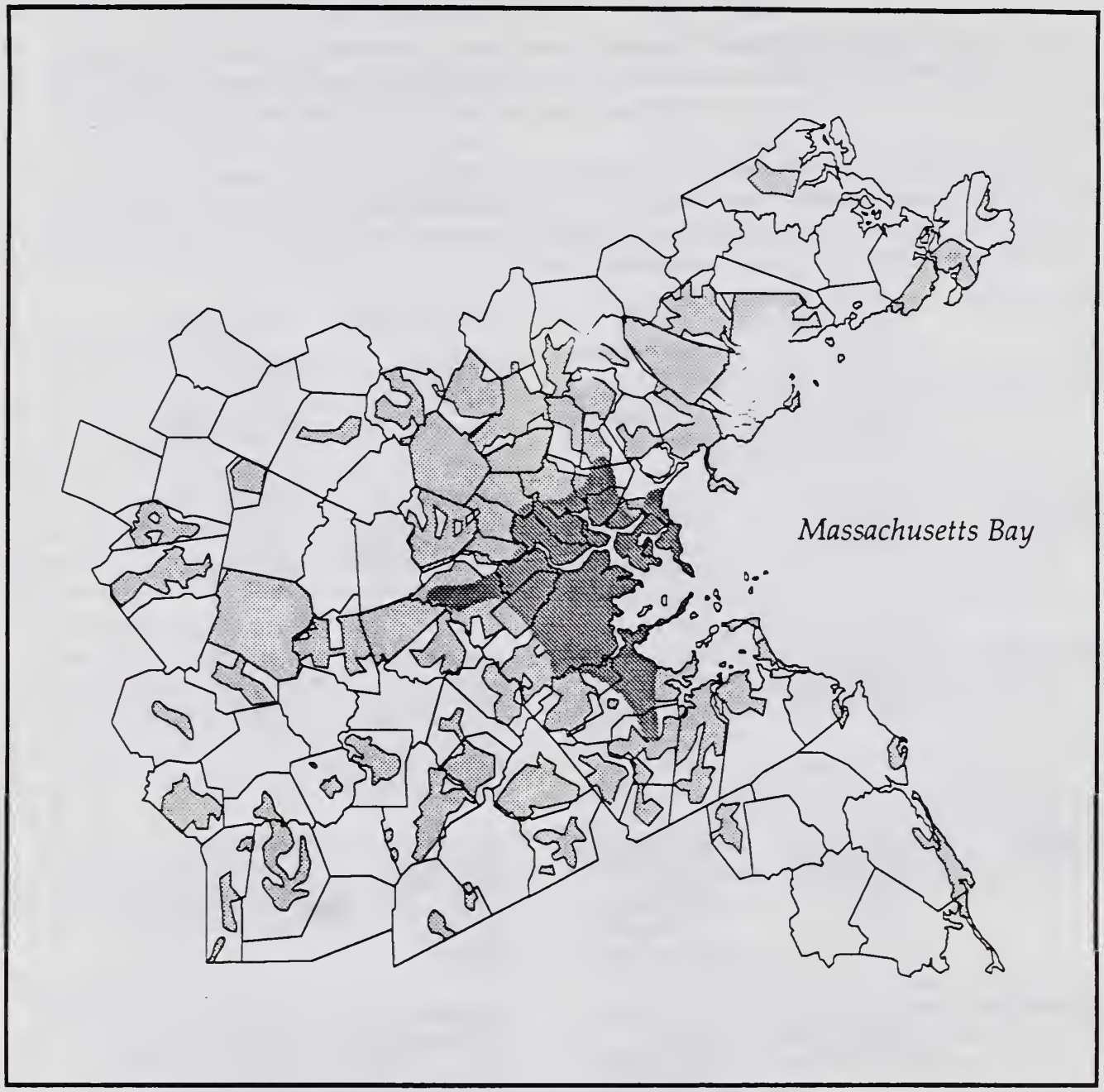
Areas within the region to be preserved as part of a linked network of open space including critical environmental areas, unique landscape features and areas required to fill regional open space and recreational needs.

Area Classification Matrix

The seven planning areas previously discussed appear below. These areas are defined in the matrix by levels of urban services, which vary in accordance with the existing type of development and infrastructure services in these areas. The criteria for defining each planning area will guide future regional development decisions.

Although development decisions based on existing infrastructure have important financial and land-use implications, it is also important to consider other factors to develop and implement a comprehensive planning policy. These factors include, but are not limited to job opportunities, need for affordable housing, local fiscal capacity, accessibility, and land resources needs.

Planning Area	Land Use	Utilities	Transit Service	Road Network
Urban Economic Core	• Urban densities or residential development • Employment center • Transit center	• Public sewer and water • Regional landfills/ waste-to-energy facilities	• All modes (especially rapid transit)	• Served by major facilities • Significant street network in place • Extensive parking restrictions
Urban Neighborhoods	• Mixed use • Higher density residential	• Public sewer and water in centers • Regional landfills/ waste-to-energy facilities	• Rapid transit with feeder bus • High level of service • Coordinated cab and demand responsive service	• Served by major facilities • ignificant street network in place • Strong parking management
Multi-Service Area	• Medium density residential area • Some mixed-use areas	• Public sewer and water in centers • Regional landfills/ waste-to-energy facilities	• Access to core via fixed rail • Associated commuter parking facilties • Bus access to subregional centers	• Arterial and local roads • Connections to major highway and transit facilities
Subregional Centers	• Mixed use • Medium-to-high densities of residential and non-residential	• Public sewer and water in centers • Regional landfills/waste-to-energy facilities	• Local transit within centers • Express service to core and other centers • Commuter parking	• Access to one or two major facilities • Local street network • Parking management to support landuse plan
Suburban/Rural Area	• Medium-to-low density development • Limited mixed uses	• No public sewer system • Public water service generally available • Regional waste-to-energy and local landfills	• Local transit focused on subregional centers • Commuter parking for ridesharing and bus usage	• Local roads • Connections to major highway and transit facilities
Regional Open Space Areas and Resource Protection Areas	• Public Open Space and Recreation • Agriculture • Waterfront • Environmental resource protection • Historic and scenic resource protection	• Dependent on the policy area it overlays • Waste facilities sited to protect most environmentally sensitive areas	• Increased services where needed to offer public access	• Avoidance of harmful impacts • Minimize system expansion



Urban Economic Core and Neighborhoods

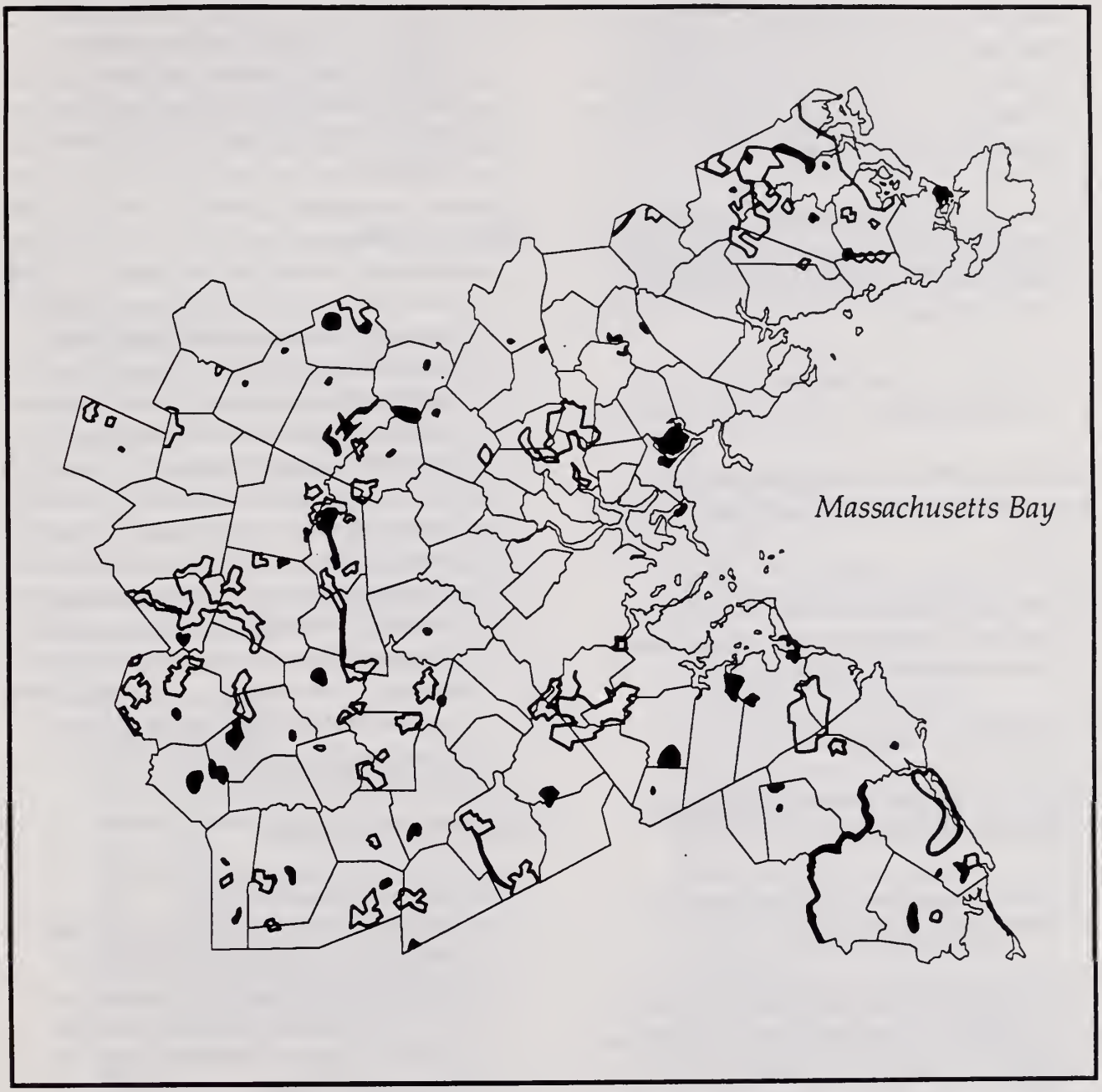
Multi-Service Area

Suburban/Rural Area

Subregional Centers (To be determined)

Resource Protection Areas (Not shown)

MAPC Regional Open Space



Preserved

In need of Preservation

* only areas larger than 100 acres are shown.
base map available at MAPC.

- Review local and subregional plans and coordinate activities between groups to identify consistencies and promote compatibilities with the regional plan and regional and state policies.

- Review impacts and infrastructure requirements of proposed developments for their relation to highway and other infrastructure plans;

- Analyze the regional benefits of new developments;

- Review proposed developments' compliance with local zoning and master plan goals;

- Provide a regional review to determine potential benefits and costs of proposed controversial facilities and sites;

- Continue to improve data base;

- Work with communities and subregions in reviewing and updating the plan;

- Develop priorities for infrastructure investment based on plan.

- Recommend to state and federal agencies that infrastructure investment be made according to a system of regional priorities.

Implementation Process

- Establishment of a Plan Implementation Review Committee made up of council representatives, including policy committee chairs. This committee will be responsible for review of proposed development.

- Development by February 1991 of a system of regional priorities which establishes criteria for equitable infrastructure investment throughout the region according to principles of MetroPlan 2000.

Update Process

- Plan review - The Action Recommendations will be reviewed and approved at each February Council meeting. The Regional Development Plan will be reviewed and approved every two years at the February Council meeting.

- Amendments to the plan may be proposed at any Council meeting. The Council will refer any proposed amendment to the policy committees, subregions and the Executive Committee for review, comment and recommendation. The amendment will then be brought to the next Council meeting for action.

Amendment Schedule

May 23, 1990 to January 31, 1991:

- Subregions in cooperation with member communities develop proposed amendments to the plan including potential future extensions to the Multi-Service Area and the location and feasibility of Subregional Centers.

February 1991:

- Amendments presented to Council for review.

May 1991:

- Amendments voted on by Council.

Subregional Centers

Subregional centers are to be the focus of a portion of the new development which will occur over the decade. The location of these centers has not been fixed. Exact locations will be determined based on further review by MAPC in dialogue with its communities and subregions. MetroPlan 2000 provides a framework for development in these centers that is based upon a concern for people, the economy and the environment of the region.

MetroPlan 2000 vision of Subregional Centers is of a mixture of residential, commercial and industrial development of sufficient density to accommodate intra-center transit, walk trips and ride sharing. The vision is one of efficient transportation, affordable housing, adequate employment, accessible open space and recreation lands, and environmentally sound water, wastewater, and solid waste management systems. The following are criteria for the composition of Subregional Centers to be studied further in the coming year:

- Be located at transportation nodes.
- Be transit accessible.
- Be a mixture of residential and commercial development which achieves a ratio of one home for every 1.5 jobs within a 3-5 mile radius of the center's core.
- Have adequate permanently affordable housing.
- Have a development density, or floor area ratio (FAR) of at least 1.5 within a downtown center of a 1/4 mile radius. (A FAR of 1.5 would allow 30,000 sq ft of floor space to be built on a 20,000 sq ft lot).
- Have adequate educational and day care facilities.
- Have existing or potential sewer and water supply and transportation capacity to accommodate development at buildout.
- Have existing or potential solid waste capacity.
- Have or provide access to open space and recreation areas.
- Have a minimum possible development buildout of 5 million square feet of non-residential space. A maximum size will be determined.

Each of these elements are linked together to create a complete center. Where certain elements are missing, the center can function but will not meet its full potential. MetroPlan 2000 brings each of these elements to currently existing and future areas of growth in the region. A center can be achieved through infill, redevelopment, new construction or any combination of the three. The plan's goal is to move away from mono-typical development such as commercial/employment centers and purely residential areas and to encourage a more balanced mixed use form of development.

Initial Criteria for Locating Centers

The following criteria for determining the location of centers will be further studied over the next few months:

- Should have available land that is appropriately zoned and not environmentally sensitive.
- Should be located at the intersection of a circumferential highway and commuter rail or high occupancy vehicle facility.
- Should have present or potential sewer capacity to accommodate growth.
- Should have present or potential transportation service capacity to accommodate growth.
- Should have present or potential water capacity.
- Should have adequate present or potential open space.
- Should avoid critical environmental resources and the regional open space network.

The establishment of a regional development plan for the metropolitan area is simply the first step in the MetroPlan 2000 planning process. The implementation of the plan will be the most challenging and difficult part of the process. One method of implementation is that of channelling state and federal funds according to the priorities identified in the plan.

MAPC will work closely with state and federal agencies to encourage investment in areas of the region where development fits the elements of MetroPlan 2000. Higher priority will be given to those areas which are proceeding with mixed use development of the type described above.

MetroPlan 2000: An Overview of A Capital Budget for Infrastructure

It is clear that infrastructure is one of many factors that affect regional economic development decisions. Other major factors include available and skilled labor, land costs and the perceived quality of life for executives and professionals. Studies of business location decisions, however, reveal that the importance of infrastructure grows when choosing a specific development location. With infrastructure available in almost every urban area, it becomes a special enticement when key systems are complemented by adequate and attractively priced land, located near a population mass, but without the problems associated with congestion.

The central premise of MetroPlan 2000's capital improvements plan is that economic growth will be concentrated within the urban core and to some extent, in Subregional Centers. By concentrating capital investments in these areas, the region's residents will be able to afford the public works required to sustain metropolitan prosperity. Land use decisions, should take into consideration where appropriate infrastructure is available or where new infrastructure development can complement existing systems.

Basic infrastructure in metropolitan Boston is comprehensive, but aged. Almost every community supports public water distribution, and about three-quarters of the communities in the metropolitan region are at least partly sewered. The MBTA's network of busses, commuter rail and rapid transit systems serve over three-quarters of MAPC's 101 communities. In addition, highways and local roads, though at times heavily congested, make all points in the region accessible.

Unfortunately, available sewer and water capacity is often wasted due to the age and condition of the region's infrastructure. Many water and sewer pipes in the urban core date to the 19th century. Dilapidated sewer piping leads to unnecessary overloads due to infiltration of groundwater into the system. Permeable water pipes can lead to the loss of fresh water through leakage.

Similarly, major roadways are as many as 20-30 years old. In the past two decades only a handful of projects have been completed to increase highway capacity despite explosive employment and commuter growth. As a result, current highway design capacities fall far below current peak period traffic demands, especially in the densely developed Route 128 belt. Moreover, in the region's heavily settled cities and suburbs, transportation system expansions are complicated by the close proximity of highway and transit right-of-ways to developed areas.

Two economic scenarios are being considered as part of MetroPlan 2000: the first is "extended trends" or projected costs of infrastructure assuming the region continues to build new infrastructure to accommodate random growth; the second is MetroPlan 2000, which proposes to reduce the need for additional infrastructure by encouraging the more efficient use of existing infrastructure capacity.

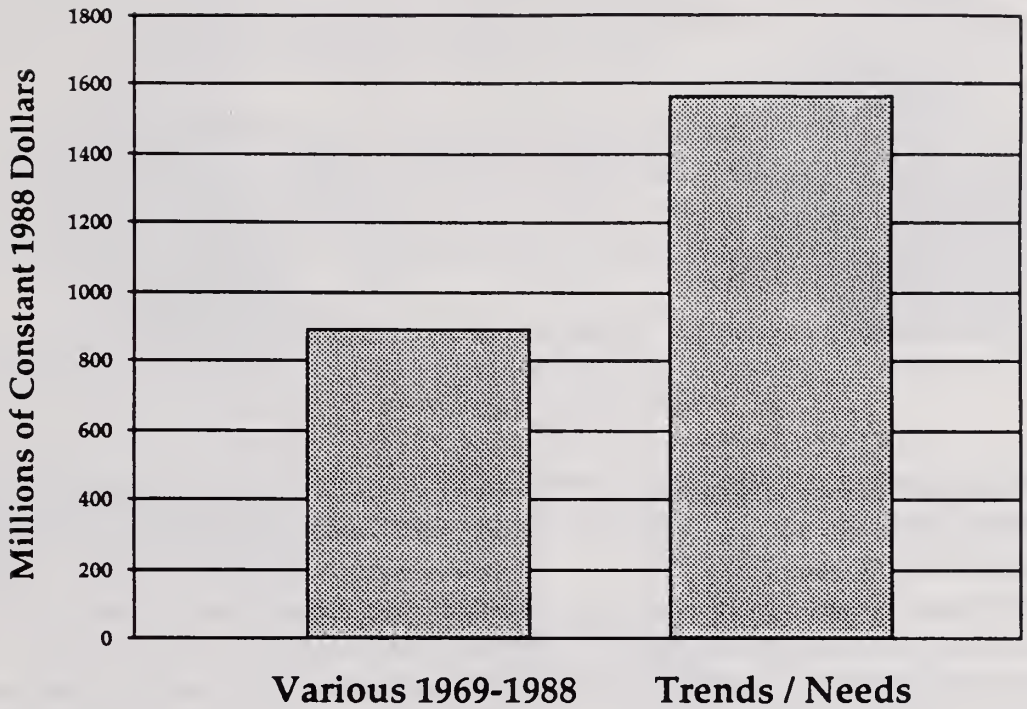
Figure 1 compares the annualized expenditures for the period of 1969 to 1988 and projected expenditures for 1991 to 2010, based on existing public works programs. Analysis is currently underway that will compare these expenditures with potential expenditures of an infrastructure system to support a MetroPlan 2000 development plan.

The preliminary MetroPlan 2000 infrastructure recommendations which most significantly differ from extended trends are discussed below:

- Implement conservation measures and enhancements to existing water and sewer systems before new water supply sources or new sewer systems are developed. The intention of MetroPlan 2000 is to concentrate development so that the need for the construction of new sewer systems will be reduced. Of course, the plan allows for deferred maintenance and extensions of existing systems.

Figure 1

Infrastructure Expenditures Annualized in MAPC Region



- Develop a MOVE (Multiple Occupant Vehicle Express) network of high-occupancy vehicle (HOV) lanes on major highways, vans and buses as well as fixed rail transit. MOVE will link designated subregional centers with each other and with the urban core, and address the escalating congestion on the regional highways and in the downtown MBTA stations during the peak commute. The current cost estimate for MOVE's HOV network lies between $16 million and $3.9 billion, with the former assuming that HOV lanes are all taken from existing roadways and the latter assuming that extended rights-of-way and new construction are needed in all cases.
- Establish an annual pool of funding for open space acquisition and establish a separate fund for acquisitions where timing is critical as opposed to costing out a standardized per capita deficiency of open space within the urban core.

Figure 2

Past Infrastructure Expenditures
Various Years within 1969-1988

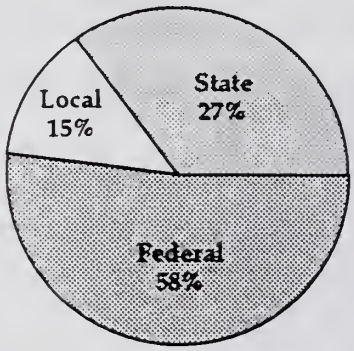
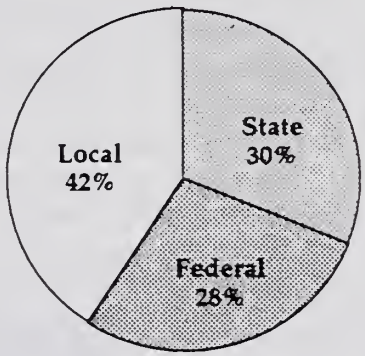


Figure 3

Projected Infrastructre Shares
by Funding Source : 1991- 2010



Figures 2 and 3 compare the federal, state and local share of past and projected infrastructure expenditures for the next twenty years (1991-2010) on a trends extended basis. These charts show clearly that federal burdens are being transferred to state and local funding. Given the magnitude of "extended trends" and state and local fiscal constraints, the expectation that the state and local communities can pick up the bill for federal disinvestment seems unrealistic. For instance, annual infrastructure expenditures needed to meet extended trends will be more than double spending levels in past decades,in constant dollars, while the ability to finance public works is declining.

Action Recommendations

In May of 1989, Council formed seven policy committees to discuss the problems facing the region and to begin to develop potential solutions. These policy committees have worked diligently for the past year, gathering information and discussing potential actions that might be taken. The Action Recommendations presented here are the tools for implementing MetroPlan 2000.

At the February 28, 1990 Council meeting the policy committee chairs presented the draft Action Recommendations. The input received from the Council representatives since that time has been considered and incorporated by the policy committees. The revised Action Recommendations, as endorsed by the Executive Committee on May 16, and adopted at the May 23 annual meeting appear on the following pages.

In the past, the recommendations have been organized according to policy committee. They are presented here in broader categories which cut across issue areas. This new organization is meant to reflect the interconnectedness of the policy areas and the recommendations

The specific organizational structure we have chosen follows closely the themes used in a report by the Special Legislative Commission on Growth and Change, chaired by Representative Carmen Buell. The structure is:

I. SHAPING THE FUTURE
   - A. Economic Vitality
   - B. Environmental Resource Protection

II. INVESTING IN THE FUTURE
   - A. Housing
   - B. Transportation
   - C. Other Infrastructure

III. WORKING TOGETHER
   - A. Regional Planning Process
   - B. Local Planning Process
   - C. Coordination
   - D. Citizen Participation

IV. PROVIDING FOR THE FUTURE
   - A. Education
   - B. Funding
   - C. Technical Assistance

I. SHAPING THE FUTURE

	Council Position	
	Approved	Further Study
The regional development plan must include a set of actions that have a positive influence on the future growth of the region and the 101 member communities. Based on the plan, actions must discourage the consumption of vacant open space, eliminate negative impacts on the environment and save environmentally sensitive land while providing new economic opportunities for our residents.		
A. ECONOMIC VITALITY The goal is the preservation and enhancement of economic diversity within the region in order to reinforce the economic strength of the region and provide appropriate employment for its residents.		
Action Recommendation #1 **Request that the Executive Office of Environmental Affairs require municipalities to file a disclosure form with the Executive Office of Environmental Affairs and the applicable regional planning agency to justify a proposed use of vacant industrial land for a non-industrial purpose, such as office or R&D unrelated to local manufacturing.** **Objective:** To treat vacant land zoned industrial as a precious resource and preserve the potential for future expansion of manufacturing jobs since many such jobs pay middle-income wages to workers with less than a college education. **Implementation:** MAPC to study the amendment of existing MEPA regulations. MAPC to provide technical assistance to communities by state and regional planning agency staff in the review of developments proposed on vacant industrial land. MAPC to develop a tracking system to monitor potential conversions of industrial land. MAPC review of potential conversions will take into consideration the apropriateness of the land for industrial uses and compatability with environmentally sensitive resources.	X	
Amend the Massachusetts Environmental Protection Act (MEPA) review process and give the regional planning agency the authority to disallow a proposed use.		X
Action Recommendation #2 **Study the advisability of levying higher property-tax rates on land than on buildings to stimulate and concentrate commercial and affordable housing development in designated growth areas. Allow for reduced tax rates where open space preservation is desired.** **Objectives:** To promote more efficient public infrastructure	X	

I. SHAPING THE FUTURE, CONT.

	Council Position	
	Approved	Further Study
investment by concentrating development, while encouraging the preservation of open space where desirable. To increase the production of affordable housing through a financial incentive for property owners to make use of vacant and underutilized nonindustrial building sites. To promote equity by requiring owners of vacant land, who reap the benefits of development around them, to pay their fair share of taxes. **Implementation:** MAPC to study possible tax law amendments and to provide technical assistance to communities in the potential designation of growth and open space areas eligible for differential property-tax rates.		
Action Recommendation #3 **Convene officials and officers of state and local governments, and corporate trade and real estate associations to seize the opportunities in the Economic Unification of Europe and the Canadian Free Trade Agreement.** **Objective:** To expand the job and income prospects of the region's residents by increasing the volume of its exports and foreign investments in new commercial development. **Implementation:** Improve marketing of commercial opportunities within the region through coordination of state and local governments, MAPC, and corporate trade and real estate associations. Identify and promote corporations and their products with high-export potential with emerging market opportunities abroad.	X	
ENVIRONMENTAL RESOURCE PROTECTION The goal is the protection of environmental and recreational resources within the region to enhance the quality of life and protect the public health.		
Action Recommendation #4 **Create a Metropolitan Open Space Plan to preserve a linked network of open areas throughout the region.** *The Open Space Plan is a two part effort. The first is a plan which identifies areas of critical environmental concern, unique landscape features and areas required to fulfill local and regional open space/ recreational needs. Its other component is a set of implementation guidelines which encompasses actions by local, regional, state and federal agencies and governments, as well as private developers and nonprofit organizations. Consideration would be given to the need for coordination and implementation by a single agency.*	X	

	Council Position	
	Approved	Further Study
Objective: To preserve open areas for environmental protection and recreational needs. **Implementation:** Adoption or endorsement, in whole or in part, by communities, agencies and the private sector. The purpose of adoption by communities and agencies is to incorporate the protection of these areas into local master plans, open space plans and local zoning, where appropriate.		
Action Recommendation #5 **Support the MDC Land Acquisition Program.** *The MDC has identified 3,669 acres it would like to acquire. This acreage includes recreation sites as well as areas for environmental protection.* **Objective:** To reduce the deficit of regional open space. **Implementation:** MAPC to encourage and support action by the MDC.	X	
Action Recommendation #6 **Improve access to major areas of regional open space.** *The deficit of regional open space in the MAPC Inner Core subregion (as determined by applying open space standards to the subregions) is in the range of 13,000 acres. It is unrealistic to expect that urban areas can support the same level of open space as suburban and rural areas. Therefore, access to areas of regional open space within and beyond the Inner Core should be improved.* **Objective:** To provide additional opportunities for recreation to Inner Core residents. **Implementation:** MAPC to work with transportation agencies and open space providers to develop a system and locate funding. Possibilities include: establishing public transit, publicizing existing transit through educational materials, and coordinating transit planning with open space planning.	X	
Action Recommendation #7 **Support the completion of the Bay Circuit.** *The Bay Circuit has the potential for being a major regional open space resource. The implementation of the Bay Circuit should be a priority at the local and state level. Acquisitions of regional open space (federal, state, MDC and non-profits) beyond the Inner Core should be targeted*	X	

	Council Position	
	Approved	Further Study
for the Bay Circuit. **Objective**: To provide recreational opportunities, to help protect the environment and to define the character of the region. **Implementation:** Primarily state and local actions.		
Action Recommendation #8 **Identify environmental, scenic and historic resources for protection within each MAPC subregion.** *Identification of environmentally sensitive and unique scenic and historic areas is a first step in developing priorities for protection, preservation and funding. The subregions should identify linked areas or corridors within each subregion or between subregions, to establish priorities.* *There are two state programs relating to areas of critical environmental concern (ACEC's): the Coastal ACEC program and the Inland ACEC program. For the purposes of environmental resource protection, the process for identifying and nominating state-designated ACEC's should be used by the subregions.* *There should be a similar effort by the subregions to identify scenic and historic resources and to utilize existing local and state regulations and programs to protect these resources.* **Objective:** To protect environmental, scenic and historic resources in the subregions. **Implementation**: MAPC to encourage action by the subregions and municipalities.	X	
Action Recommendation #9 **Establish a procedure for the timely acquisition of threatened parcels.** *Because of competition for land, many parcels of valuable open space are lost because federal, state or local dollars are not available in a timely manner and must wait for grant application deadlines, grant processing time or town meeting/city council action. A procedure should be established which bypasses the usual red tape and allows for acquisition of critical parcels when this becomes necessary.* **Objective:** To avoid losing opportunities for the purchase of open space. **Implementation:** Coordination and cooperation among key land protection agencies and organizations. Possibilities include setting aside a special pool of money outside of annual state and federal grant processes, to be available when timing is the critical	X	

	Council Position	
	Approved	Further Study
issue. MAPC to encourage cooperative agreements between the state and local governments and private non-profit organizations which have the ability to move quickly to acquire land and have more flexibility in financing.		
Action Recommendation #10		
Preserve at least 25% of the agricultural land remaining in 1985.	X	
In 1971, approximately 51,371 acres of land in the MAPC region were devoted to agriculture. By 1985, this had decreased to 46,565 acres or 5% of the region's total acreage. It is not known how much of this acreage is currently permanently protected. All open space preservation agencies and organizations, including the non-profit sector and municipalities, should work towards a goal of protecting at least 25% of the agricultural land remaining in 1985. This goal will need to include use of the state's Agricultural Preservation Restriction Program, acquisition by communities exercising their right of first refusal under Chapter 61A and the formation of Agricultural Incentive Areas.		
Objective: To preserve agricultural lands. **Implementation:** Chapter 61A should be amended to allow a portion of the payments made under the provisions for collecting back taxes to be put into a local fund which would be used to assist the town in purchasing agricultural lands.		
Action Recommendation #11		
Control significant sources of non-point pollution which adversely impact critical water bodies.	X	
Objective: To improve water quality in critical water bodies such as drinking water sources, shellfish beds, critical fisheries, and swimming beaches impacted by non-point sources of pollution. **Implementation:** MAPC to encourage implementation of Best Management Practices to control non-point sources through local land use controls; control of major urban runoff sources in critical watersheds through NPDES permits.		
Action Recommendation #12		
Retain federal and state "surplus" lands for long-term public benefits.	X	
There are many parcels of federal and state lands which have been declared surplus. The procedure for disposition of surplus lands in-		

I. SHAPING THE FUTURE, CONT.

	Council Position	
	Approved	Further Study
volves seeking public uses first and then putting the land on the private market. The process for the disposition of federal and state surplus lands should always place the highest priority on retaining those parcels in a public use.		
Objective: To retain public lands for public uses.		
Action Recommendation #13		
Implement comprehensive water conservation measures, including leak detection and repair, full metering, conservation-oriented water rates, industrial and commercial conservation, drought contingency plans,and public education.	X	
Objective: To ensure adequate supplies of potable water to meet existing and projected demands, making most efficient use of existing water sources and minimizing the cost of system expansion. **Implementation:** MAPC to work with MWRA and local sewer districts to provide technical assistance to water users in the region.		
Action Recommendation #14		
Promote resource conservation, recycling and reuse programs for environmental resources.	X	
MAPC will encourage the integration of these principles into facility permitting procedures. If people are convinced that all actions have been taken to reduce the need for new facilities they are more likely to support the expansion or construction of new projects.		
Objective: To reduce the need for costly new facilities. **Implementation:** MAPC to work with state and non-profit agencies to implement and utilize programs such as source reduction (DEM), and recycling programs (DEP).		
For human resources, the Council's policy will encourage maintenance of individuals within the community. MAPC to work with state and non-profit agencies to implement and utilize employment placement programs (DMH). MAPC will need to increase its expertise in social planning issues.		X

II. INVESTING IN THE FUTURE

	Council Position	
	Approved	Further Study
In order to accommodate growth in the region we must have adequate infrastructure to support that growth. We need adequate and affordable housing; sewer and solid waste management services; sufficient water supply; and safe and adequate transportation capacity. Action recommendations are divided into three main categories.		
A. HOUSING The goal is to assure adequate and sufficient permanently affordable housing to decrease the disparity between jobs and housing and provide for the basic needs of the region's population.		
Action Recommendation #15 **Identify areas where anticipated job growth or existing jobs/ housing imbalance put pressure on housing stock and traffic and where the private sector has an incentive (labor availability, project approval, etc.) to cooperate.** **Objective:** To seek balance between housing and jobs, thereby reducing commuting and the resultant traffic congestion, energy use, and pollution. **Implementation**: MAPC will initiate jobs/housing balance awareness; publicize data; determine "balance"; design mechanisms to ensure balance and to involve the private sector; work with public and private sector to implement.	X	
Action Recommendation #16 **Establish thresholds, as part of MEPA, where job development affects housing; define and require a Housing Impacts Statement; and specify appropriate mitigation measures (e.g., linkage, inclusionary zoning, provision of affordable housing); subject to MAPC review. Developments which affect neighboring communities should be considered pursuant to review of developments of regional impact.** **Objective:** To ensure that housing is developed in conjunction with job growth, thus ensuring an available workforce and minimizing increased commuting and its negative impacts. **Implementation:** MAPC will lead fact-finding initiative and develop support; sponsor legislation and/or regulatory changes.	X	

II. INVESTING IN THE FUTURE, CONT.

	Council Position	
	Approved	Further Study
Action Recommendation #17		
Initiate and develop new funding sources via a "New Funds Incubator" and establish the institutional mechanisms and development entities — MetroFund and MetroCorp — to solicit and utilize the resultant funds. Include within MetroCorp a "Housing Opportunities Action Team" to pursue unexpected opportunities (e.g., troubled condos) and address immediate problems (e.g., expiring use properties).	X	
Objective: To develop new sources of funding for affordable housing; to establish the mechanisms to solicit such funds; to develop housing or award funds to existing development entities; and to fill gaps in existing services or institutions. **Implementation:** MAPC to bring together key public and private actors (government officials, lenders, corporations, etc.), to lead action teams, participate in pilots and in establishing funds, monitor regional housing activities, and recommend emergency use of MetroFund resources.		
B. TRANSPORTATION The goal is the design and implementation of sufficient safe and efficient transportation services to support the region's needs and minimize negative impact on the environment.		
Action Recommendation #18		
Establish new transportation concepts and incorporate new technologies to build on existing systems to serve the travel needs of the people in the region and discourage automobile travel.	X	
Objective: To develop efficient transportation in the suburbs consistent with the increased densities and mixed uses recommended for the subregional centers and for compact village centers in suburban / rural areas . A transportation system should be developed which provides sufficient travel time benefits to those locating in the centers to support increased densities and mix-use concepts. **Implementation:** a) MAPC to encourage MPO agencies to develop the Multiple Occupant Vehicle Express (MOVE) network to provide express service by high occupancy vehicle (HOV) lanes (carpools, vanpools, busses) and express runs on commuter rail and water transportation to connect subregional centers with the regional core and with one another. b) Improve Inner Core transportation service by constructing the Central Artery / Third Harbor Tunnel and circumferential		

II. INVESTING IN THE FUTURE, CONT.	Council Position	
	Approved	Further Study
transit. c) Future roadway projects should encourage the use of mass transit and HOV's and/or help promote economic growth at existing mass transit nodes and subregional activity centers.		
C. OTHER INFRASTRUCTURE The supply of adequate infrastructure capacity for water, waste management and protection of public health throughout the region.		
Action Recommendation #19 **Identify the need for critical facilities and alternative sites in MetroPlan 2000 and advocate development of these facilities.** *There does not exist -- (a) in the public domain, (b) in one central location, and (c) for major public facilities -- an integrated program with a comprehensive view for the determination of need for additional regional facilities. No comprehensive efforts has been made to identify environmentally, economically or socially inappropriate or unfair locations for needed facilities on a regional basis. Necessary facilities are not being sited partly through lack of objective voices to demonstrate need and promote reasonable solutions.* **Objective:** To equitably site necessary regional facilities. **Implementation:** Require compliance with a comprehensive regional plan, to be developed by MAPC, that addresses issues of regional and intercommunity significance. MAPC will identify and assess capacity of current facilities, current needs of communities, projected needs of region within the plan, and the equitable distribution of regional responsibilities .	X	
Action Recommendation #20 **Promote the use of surplus capacity in existing facilities; and the reuse, upgrade and expansion of existing facilities.** *Expanding existing facilities and utilizing surplus capacity are more efficient, appropriate, and politically and administratively easier than siting and constructing new facilities.* **Objective:** Minimize need for new facilities while addressing need for additional capacity. **Implementation:** MAPC will advocate development of a review process which forces new facility proposals to address need. This would require proponents to look at available capacity and possible and proposed expansions to meet need. This could be required under the alternative scenarios in a MEPA review	X	

II. INVESTING IN THE FUTURE, CONT.

	Council Position	
	Approved	Further Study
process. MAPC's Geographic Information System could be developed as a support and source for this information.		
Action Recommendation #21		
Develop facilities for the disposal of sewage sludge and other residuals, with priority given to methods involving beneficial reuse where economically and environmentally feasible.	X	
Objective: To protect public health and water quality by providing for the safe disposal and/or beneficial reuse of residuals. **Implementation:** MAPC to promote and facilitate regional pursuit of facility development.		
Action Recommendation #22		
Upgrade inadequate wastewater collection systems.	X	
Objective: To provide for adequate capacity for collection of existing and projected wastewater flows, and avoid surcharging and overflows in wastewater collection systems. To reduce or eliminate combined sewer overflows which allow untreated sewage to be discharged into surface waters. **Implementation:** MAPC to provide technical assistance. Upgrades to be conducted by each wastewater system.		
Action Recommendation #23		
Develop the required additional solid waste management facilities.	X	
Objective: To ensure that waste generated within the region is properly disposed of within the region or within a reasonable hauling distance while promoting a 25% recycling and a 5% leaf and yard waste composting effort through out the region. **Implementation:** MAPC to work with the sub-regional solid waste districts to encourage all communities to cooperatively develop Material Recycling Facilities (MRF) to reach and maintain a higher level of recycling throughout region. Likewise, among communities without long term waste disposal capacities we will encourage the development of additional facilities to handle these capacity shortfalls. MAPC will assist communities in developing RFP's, handling difficult bidding laws and creating innovative financial packages.		

III. WORKING TOGETHER

	Council Position	
	Approved	Further Study
The action recommendations in this section establish a regional framework for the implementation of policies laid out in Metro-Plan 2000. The plan cannot work without public input and support nor can the plan be implemented in a rational way without regional coordination of all the component policies. These action recommendations offer several ways to reinforce the current regional planning process and to integrate regional issues into the local planning process.		
Action Recommendation #24 **Enforce and expand DEP's sewer bank program requiring inflow and infiltrantion (I/I) removal, encourage local control of illegal sources of inflow, and encourage funding of priority I/I improvements in impacted systems.** **Objective:** To reduce I/I in region's wastewater systems to accommodate existing and future demands for wastewater conveyance and treatment. To promote efficient use of existing infrastructure, and to reduce peak demands which lead to water quality violations due to system overflows and/or treatment plant upsets. **Implementation:** MAPC to work with DEP, local communities and EPA grant programs to develop a regional I/I reduction program.	X	
A. REGIONAL PLANNING PROCESS The goal is the development and implementation of a regionally coordinated planning network which emphasizes the elements of the regional development plan.		
Action Recommendation #25 **Plan for sufficient local open space in Subregional Centers.** *Subregional Centers should have sufficient land available for local open space needs or the potential for securing that land. Open space preservation should be achieved both by public acquisition of lands and through the design of private developments, as well as public regulation of land. The open space system should be designed to provide active recreation, environmental protection as well as pathways and common area.* **Objective**: To ensure sufficient local open space to accommodate planned growth in the subregional centers. **Implementation**: MAPC to encourage master plans, regulations, land acquisition, design review.	X	

III. WORKING TOGETHER, CONT.

	Council Position	
	Approved	Further Study
Action Recommendation #26		
Establish a Developments of Regional Impact Review Process for the Subregions.	X	
Large development projects proposed near or on community boundary lines often impact neighboring communities with increased traffic congestion, air or water pollution and increased demands on community services. The subregional groups which represent neighboring communities need a review process which identifies those Developments of Regional Impact (DRI) and which provides regional input into the local review process.		
Objective: To expand the review of major projects beyond their town boundaries.		
Implementation:		
a) MAPC to develop a model DRI review process and will present it to all subregions for their input and endorsement.		
b) MAPC to assist subregions in developing a working method for use of the DRI review process.		
c) The subregions to work with local community officials to get their endorsement.		
d) The subregions to work with local review boards and develop ers on the DRI process.		
Action Recommendation #27		
Integrate Geographic Information Systems (GIS) into all levels of planning.	X	
A geographic information system is a computerized mapping and spatial analysis tool with many applications for local, subregional and regional planning. The state is in the process of creating a state-wide database to use this technology. MAPC has recently acquired the hardware, software and data which is compatible with the state system.		
Objective: To fully integrate GIS into all levels of planning.		
Implementation:		
a) MAPC to obtain relevant data from the state system.		
b) MAPC to continue to work with the MASS GIS project and other state agencies to obtain, create, update and share data.		
c) MAPC to educate local elected officials and town planners about the technology and applications at the local level.		

	Council Position	
	Approved	Further Study
Action Recommendation #28		
Using MetroPlan 2000 as the regional development plan and as a vision for the future, develop a system of regional priorities for those types of infrastructure that influence and accommodate growth; especially including wastewater and services, transportation, housing and the protection of open space and environmentally sensitive lands. Reward affordable housing production through increased state aid.	X	
Objective: To encourage growth in areas designated by the plan; to discourage sprawl; to make the most efficient use of existing infrastructure in the region and to minimize the cost of providing and maintaining infrastructure to serve existing and new development. To ensure that affordable housing and jobs/housing balance are feasible in light of resource limitations for providing incentives.		
Implementation: a) Wastewater - MAPC to encourage the revision of grant procedures under the Hayes Act, which requires that wastewater infrastructure plans be consistent with state, regional, and local wastewater planning requirements. The act also requires that land use and other controls be consistent with the wastewater system service population projected in the facility plan.		
b) Transportation - the Metropolitan Planning Organization (MPO) should develop a new Transportation Plan and a new Program for Mass Transportation based upon the goals and objectives of MetroPlan 2000. The MPO's annual Transportation Improvement Program must also be based upon the Transportation Plan with prioritizing compatible with MetroPlan 2000 and established through a regional process involving local and subregional officials.		
c) Housing - MAPC to work with state agencies, legislators, and others to develop procedures for prioritizing investments according to MetroPlan 2000 including housing assistance funds, and to modify the state aid formula to reward affordable housing production and preservation necessary. Municipalities and subregions will be requested to review draft procedures.		

III. WORKING TOGETHER, CONT.

	Council Position	
	Approved	Further Study
B. LOCAL PLANNING PROCESS The goal is the integration of regional goals into the local planning process through master plans and local zoning by laws.		
Action Recommendation #29		
Recommend and encourage all communities to develop master plans concurrent with the development of the regional development plan and subregional plans, if any, to provide consistency among the plans.	X	

Master plans are important tools which enable communities to identify and set short and long term goals for land use, development and public investments. Although the focus and contents of a master plan will differ from community to community, the following is a list of items that should be considered"

- *Analysis of zoning and buildout.*
- *Housing availability, affordability and needs.*
- *Regional and local open space and environmental protection needs.*
- *Transportation needs including multi-modal facilities and fringe parking management.*
- *The potential use of federal and state surplus lands.*
- *The preservation of agricultural areas.*
- *Industrially-zoned lands.*
- *Solid waste disposal.*
- *River basin concerns.*
- *Coastal issues (for coastal communities).*
- *Water supply and wastewater systems.*

Objective: To ensure the wise use of land through the intergration of economic, social and environmental variables that impact future development and to ensure consistency amoung local, and subregional plans, state policies and MetroPlan 2000. To ensure that each municipality strives to achieve the 10% affordable housing goal and that additional affordable housing is emphasized in the subregional centers.

Implementation: MAPC to assist communities and subregions in the development of master plans by providing guidelines, meeting with planners and local boards to discuss activities and review and comment on progress. MAPC to also encourage communities to review zoning with respect to the local masterplan.

MAPC to support Growth Commission recommendation requiring local master plans.

III. WORKING TOGETHER, CONT.	Council Position	
	Approved	Further Study
MAPC to encourage coastal communities to work with office of Coastal Zone Management when preparing plans and zoning bylaws. MAPC will provide assistance to communities in the development of affordable housing strategies.		
Action Recommendation #30		
Protect existing and potential water supply sources through local land use controls.	X	
Objective: To protect public health and ensure that existing and potential water supplies in the region remain viable sources of public supply in the long term; to avoid additional costs of water treatment and/or developing new sources of water. **Implementation:** MAPC to encourage the adoption of local measures to protect aquifers, wellhead areas, reservoirs, and their watersheds, including zoning bylaws, subdivision and site plan review, general bylaws, health regulations, and land acquisition. Resources of regional significance to be protected by coordinated action of the affected communities through the subregions or other appropriate mechanism. Developments of regional impact to be reviewed for water quality impacts. The Quabbin/Ware/ Wachusett watersheds to be protected by adoption of the Cohen bill in the state legislature.		
C. COORDINATION The coordination of local activities through subregional or regional processes or programs.		
Action Recommendation #31		
Encourage implementation of local open space plans.	X	
All communities should have a current open space plan which is approved by the state Division of Conservation Services. These plans ensure eligibility for state funding programs and provide communities with concrete action plans for achieving their open space and recreation objectives. The open space plans should be consistent with the open space and land resources recommendations of the regional development plan. **Objective:** To ensure that local needs for open space, recreation and environmental protection are met. **Implementation:** MAPC to encourage action by communities.		

III. WORKING TOGETHER, CONT.

	Council Position	
	Approved	Further Study
Action Recommendation #32		
Integrate protection of critical environmental resources into all local bylaws and state regulations.	X	
Environmental criteria should be applied to all land use planning decisions. All aquifer protection regulations should be developed from a regional perspective since aquifer boundaries do not respect municipal boundaries. The state should continue to fund the Aquifer Lands Acquisition Program.		
Objective: To protect environmental resources including aquifer recharge areas, prime wildlife habitats, floodplains, and wetlands. **Implementation:** MAPC to develop model bylaws and encourage local initiatives with assistance from the state. MAPC and Commonwealth should expand the use of GIS to identify critical environmental areas.		
Action Recommendation #33		
Develop and support mechanisms which allow and require communities to better direct land use development and infrastructure planning.	X	
Objective: To encourage appropriate land use development and discourage that which does not further MetroPlan 2000 goals. Local land use plans and subregional infrastructure priorities should promote the MetroPlan 2000 concept. **Implementation:** a) MAPC to recommend local jurisdictions adopt and follow their comprehensive plans consistent with the goals of MetroPlan 2000 in order to receive state or federal funds for transportation projects. b) MAPC to advocate legislation to allow for local parking regulations, excise taxes, impact fees, mandatory traffic mitigation, and other mechanisms that can be used to help implement the local comprehensive plans.		
Action Recommendation #34		
Encourage communities to prepare Water Resources Management Plans following the guidelines of the Water Resources Commission.	X	
Objective: To assess the water resources in each community and evaluate present and future needs, as a basis for guiding growth in the community. **Implementation:** MAPC to encourage each community to		

III. WORKING TOGETHER, CONT.	Council Position	
	Approved	Further Study
designate a Water Resources Management coordinator responsible for preparing the plan with the cooperation of local boards and MAPC.		
Action Recommendation #35 **Seek cost savings and efficiencies through regional cooperation in meeting the requirements of the Safe Drinking Water Act amendments.** **Objective:** To reduce the cost to community water systems of meeting the requirements for water quality monitoring and water treatment under the amendments to the Safe Drinking Water Act. **Implementation:** Working with the DEP and the community water systems, MAPC to review the impacts of SDWA requirements on local water systems and evaluate the opportunities for regional cooperation. Where such opportunities exist, MAPC should facilitate their implementation through the subregions or other regional mechanisms. State grant programs should provide incentives for regional cooperation.	X	
Action Recommendation #36 **Develop inter-municipal agreements for disposal of septage at existing wastewater treatment facilities and/or development of new septage treatment facilities.** **Objective:** To protect public health and water quality by providing for the treatment and disposal of septage generated by on-lot septic systems. **Implementation:** MAPC to work with communities, sewer districts and private haulers to quantify regional capacity needs. MAPC to coordinate subregional contracts with existing or potential disposal facilities.	X	
Action Recommendation #37 **Establish subregional solid waste management districts for planning and facility procurement.** **Objective:** To institute regional comprehensive waste management systems, and, assist sub-regions or a group of communities in addressing their solid waste disposal shortfalls. **Implementation:** MAPC to work with communities to develop short and long term waste management plans. MAPC to initiate and coordinate interaction between communities and assist communities in establishing inter-community organizational structures.	X	

III. WORKING TOGETHER, CONT.

	Council Position	
	Approved	Further Study
Action Recommendation #38		
Establish Metropolitan Area Recycling Cooperative (MARC).		X
Objective: To facilitate the consistent marketing of recyclable materials for communities within MAPC region. **Implementation:** MAPC to set up long term contracts with materials markets which establish material specifications and guarantee floor prices for all participating communities.		
Action Recommendation #39		
Establish leaf composting programs in all MAPC communities.	X	
Objective: Remove at least 5% of the organic fraction of the waste stream and reduce the amount of waste disposed of and therefore paid for by communities. **Implementation:** MAPC to identify communities not yet composting leaves, and work with them to register sites for composting. Engage communities in the DEP "Master Composter" program.		
Action Recommendation #40		
Provide for the formation of economic development districts in which two or more communities could coordinate their land use decisions, the planning of infrastructure investments, and tax sharing. A district's communities would give up some of their local powers in return for greater control and coordination over development decisions beyond their own borders.	X	
Objective: To insure that the location of new developments is based on available infrastructure capacity or the potential for efficient expansion of infrastructure. To encourage the coordination of land use decisions that allow the growth of new housing and employment geographically close to each other with the development costs and benefits shared equitably between communities. To equitably share the costs and benefits of new development between communities. **Implementation:** MAPC to propose new enabling legislation. Technical assistance to communities by state and regional planning agency staff in the creation and administration of economic districts.		

III. WORKING TOGETHER, CONT.

	Council Position	
	Approved	Further Study
Action Recommendation #41		
Monitor the quantity, type, and geographic location of pending commercial projects in relation to the existing level of vacant space and available infrastructure. Under existing statutes such as the Massachusetts Environmental Protection Act (MEPA), the regional planning agency should recommend disapproval of new developments at locations lacking infrastructure capacity. **Objective:** To evaluate the appropriateness of new development sites in relation to infrastructure capacity and the current demand and supply for commercial space. **Implementation:** MAPC to continuously update its file of pending developments. Encourage state agencies, regional agencies, and municipalities to develop and implement investment and growth policies consistent with MetroPlan 2000.	X	
Action Recommendation #42		
Establish a process that requires that committees be formed to negotiate siting of facilities and that these committees be activated early in the siting process. The committees should include members of grass roots organizations, local officials, citizens, representatives of MAPC, representatives of the regulatory authority and the proponent. *Public opposition to controversial facilities is often the most formidable obstacle to successful siting of regional facilities. In many cases those affected by a siting are brought into the process after major decisions affecting their interests have been finalized.* **Objective:** To encourage successful and acceptable siting of controversial facilities. **Implementation:** MAPC to work with siting agencies to identify appropriate role of committees and revise statutes to include committees in all siting processes.	X	
Action Recommendation #43		
Maximize the effectiveness of housing funds by ensuring that housing remains affordable for as long as possible via OASIS (Ownership Alternatives: Social Investment Solutions), an initiative to promote long-term affordability. **Objective:** To create and encourage implementation of "forever" housing models which keep housing permanently affordable. **Implementation:** MAPC to bring together public, private, and non-profit interests, determines gaps in existing resources, lobbies	X	

	Council Position	
	Approved	Further Study
state and federal government for changes in how money is spent and how programs are designed.		
Action Recommendation #44		
Form an Inner Core Greenspace Alliance.	X	
Objective: To increase the amount of open space and recreational land in the Inner Core subregion. **Implementation**: MAPC, through the Inner Core subregion, to act as the catalyst for forming an Inner Core Greenspace Alliance modeled after the Boston Greenspace. MDC should have a major role.		
Action Recommendation #45		
Promote Subregional Greenspace Alliances	X	
The model of an Inner Core Greenspace Alliance is applicable to any subregion. The MAPC subregions could play a major role in bringing together the many land conservation groups active throughout the subregion.		
Objective: To coordinate and focus the activities of land conservation groups on issues of subregional importance. **Implementation:** MAPC to assist in the formation of new alliances.		
D. CITIZEN PARTICIPATION The goal is the solicitation and incorporation of public input into crucial decisions within the region.		
Action Recommendation #46		
Advocate modification of existing siting processes to incorporate community input, technical assistance to communities for review of potential impacts, and financial or other compensation for impacts.	X	
The existing patchwork of siting regulations consider different criteria, different geographic areas, and may not consider public acceptance. There is no single appropriate siting process, but there are elements that should be incorporated in all siting processes to assure an atmosphere of trust and cooperation. MAPC should encourage siting agencies to adopt these elements.		
Objective: To foster trust and cooperation in all siting processes.		

III. WORKING TOGETHER, CONT.

Council Position	
Approved	Further Study

Implementation: MAPC to encourage the following changes in siting processes:

Require the proponent to compensate communities for acceptance of facilities. Such compensation may include local monitoring, oversight, inspection, enforcement powers and responsibilities, as well as financial compensation.

Require the proponent to provide technical assistance grants to communities so that they can hire their own independent expert to conduct the risk analysis and/or prepare the environmental impact report.

Require that citizens be involved in the location of facilities in their community - all safety and environmental issues being equal - even if costs incurred by the proponent vary.

Require that communities benefitting from regional facilities not located in their community compensate the community hosting the facility.

Require compensation for communities negatively impacted by regional facilities located in neighboring communities.

IV. PROVIDING FOR THE FUTURE	Council Position	
	Approved	Further Study
For the region to achieve the goals established within MetroPlan 2000, there is a need to invest time, money and energy in the people and infrastructure necessary to meet those goals. The region needs new and better educational and technical training programs for both the mature and young members of our population, and creative and equitable funding mechanisms to pay for the future needs of the region.		
A. EDUCATION The goal is the adequate and equitable education and training of young and mature members of the regional population to build a better and more competitive regional economic base and encourage popular support for the elements of the regional development policies and programs.		
Action Recommendation #47 **Bolster the global and national competitiveness of our region's workforce through strategic expenditures for public education.** **Objective:** To support local schools and social services for students. Decrease rates of school drop-out and raise the skills of graduates in math and science. Expand access to career employment and employment/educational opportunities. Provide community-based affordable and accessible entry level college education, one and two year vocational training programs, and remedial education. **Implementation:** MAPC to work to increase state funding for support of dependent care programs/allowances and the community college system. Reform of the local aid formula to provide more stable and increased school funding to communities with large numbers of economically or culturally disadvantaged students should be addressed.	X	X
Action Recommendation #48 **Promote public education regarding integrated solid waste management:** **Objective:** Assist communities in making wise waste management choices. **Implementation:** Develop and publicize a technical information clearinghouse (resource center) at MAPC. The clearinghouse would include state-of-the-art source reduction, recycling and composting system information including collection, processing and marketing components.	X	

IV. PROVIDING FOR THE FUTURE, CONT.

	Council Position	
	Approved	Further Study
B. FUNDING The goal is the generation of adequate revenue to fund the capital and non-capital investment needs of the region.		
Action Recommendation #49		
Amend Proposition 2 1/2 to tie allowed annual growth in municipal expenditures to changes in the cost of living affecting municipal service delivery. **Objective:** To match local revenue growth to the inflation-adjusted cost of municipal service delivery. To reduce the financial imperative for communities to seek new commercial growth (and local revenues) to the detriment of other public goals. **Implementation:** Amendment to Proposition 2 1/2.	X	
Action Recommendation #50		
MAPC and the subregions should lobby for enabling legislation for a state-wide local option real estate transfer tax to fund open space and housing. *A state-wide enabling bill, which includes both open space and housing, should be passed. This local option bill would enable communities to raise funds in two areas of concern to MetroPlan 2000; affordable housing and open space. The MAPC Executive Committee has adopted a policy of support for a real estate transfer tax which mandates 25% funding for open space, 25% for housing and 50% to be determined by the municipality for open space and/or housing. The state should also consider the possibility of a 10% set-aside for a fund for timely acquisition of critical parcels.* **Objective:** To provide funding for local actions on housing and open space. **Implementation:** Lobbying by MAPC and the subregions.	X	
Action Recommendation #51		
Restructure fares, fees, taxes, and investigate potential for public/private partnerships which support transportation facilities and services to ensure adequate and equitable transportation funding. **Objective:** To assure that the gas tax, MBTA fares and operating subsidies, and other diverse forms of revenue meet the region's needs for investment, maintenance and services. The impacts of these charges are often out-of-line with the incidence of benefits and/or the ability to pay. Increased user charges and	X	

	Council Position	
	Approved	Further Study
carefully directed subsidies to be used to address both of these issues. **Implementation:** a) The gas tax should be raised and dedicated to transportation uses; b) Transit revenues should also be increased to absorb a reasonable and equitable share of the total cost. c) Reduced fare passes should be considered for those in economic need. d) MBTA operating subsidies should be restructured in consideration of the benefits to commuters and communities within and outside the MBTA district. e) Tolls could be established for designated expressway facilities and improvements.		
Action Recommendation #52 **Encourage water and sewer districts to adopt rates which provide for full cost recovery of all operation, maintenance, and capital costs, with " life line" rates for low income residents.** **Objective:** To provide adequate financial resources for the maintenance and upgrading of water and sewer infrastructure and avoid reliance on general revenues. **Implementation:** MAPC to provide technical assistance to communities, sewer and water districts, and subregions regarding rate setting strategies.	X	
Action Recommendation #53 **Establish impact fee systems in communities experiencing growth in demand for water and sewer services to offset part of the cost of providing additional infrastructure.** **Objective:** To provide financial resources to meet increasing demands for water and sewer infrastructure capacity. **Implementation:** MAPC to work with water and sewer dis-	X	

IV. PROVIDING FOR THE FUTURE, CONT.	Council Position	
	Approved	Further Study
tricts to develop model fee systems for new customers that reflect the cost of providing additional capacity.		
C. TECHNICAL ASSISTANCE The goal is the provision of human and material resources that assist communities and subregions in achieving the goals of the regional development plan.		
Action Recommendation #54 **Provide technical assistance to local communities regarding affordable housing options. To the extent feasible, such assistance should be provided on a subregional basis and should focus on in-depth, on-going exploration of new techniques.** **Objective:** To facilitate local and subregional housing planning and to promote local and subregional initiatives and leadership in housing activities. **Implementation:** MAPC to design a series of outreach programs focused on specific tools and strategies communities/ subregions need to develop affordable housing.	X	

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